



**THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF TRANSPORT
TANZANIA PORTS AUTHORITY**



BANDARI COLLEGE DAR ES SALAAM

RESEARCH POLICY AND OPERATING PROCEDURES, 2024

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TABLE OF CONTENTS

Contents

TABLE OF CONTENTS.....	I
PREFACE	IV
LIST OF ABBREVIATIONS AND ACRONYMS.....	V
CHAPTER ONE: INTRODUCTION	1
1.1 BACKGROUND.....	1
1.2 VISION AND MISSION	2
1.2.1 Vision	2
1.2.2 Mission.....	2
1.3 SITUATIONAL ANALYSIS.....	2
1.4 BANDARI COLLEGE RESEARCH, STRATEGIC ALIGNMENT AND NATIONAL DEVELOPMENT POLICIES	3
1.5 THE RATIONALE OF THE POLICY	4
1.6 POLICY OBJECTIVE	5
1.6.1 Specific objectives	5
CHAPTER TWO: POLICY STATEMENTS AND RESEARCH STRATEGIES	6
2.1 INTRODUCTION	6
2.2 POLICY ISSUE 1: FUNDS FOR RESEARCH WORK	6
2.2.1 Policy Statement	6
2.2.2 Strategies	6
2.3 POLICY ISSUE 2: RESEARCH SERVICES MANAGEMENT	7
2.3.1 Policy Statement	7
2.3.2 Strategies	7
2.4 POLICY ISSUE 3: PUBLICATION OF RESEARCH WORK	7
2.4.1 Policy Statement	8
2.4.2 Strategies	8
2.5 POLICY ISSUE 4: RESEARCH ETHICS ADHERENCE.....	8
2.5.1 Policy Statement	8
2.5.2 Strategies	8
2.6 POLICY ISSUE 5: IDENTIFICATION OF RESEARCH PRIORITIES	9
2.6.1 Policy statement	9
2.6.2 Strategies	9
2.7 POLICY ISSUE 6: RESEARCH COLLABORATIONS	10
2.7.1 Policy Statement	10
2.7.2 Strategies	10
2.8 POLICY ISSUE 7: CAPACITY BUILDING AND MOTIVATION ON RESEARCH MATTERS	11
2.8.1 Policy Statement	11
2.8.1 Strategies	11
CHAPTER THREE: POLICY MANAGEMENT, IMPLEMENTATION AND EVALUATION.....	12
3.1 INSTITUTIONAL FRAMEWORK	12
3.1.1 The Principal Bandari College (PBC).....	13
3.1.2 The Deputy Principal Academic Research and Consultancy (DP ARC)	13
3.1.3 The Head of Research, Consultancy and Short Course.....	13
3.1.4 Research Coordinator	14
3.1.5 Researchers.....	14
3.2 COMMITTEES.....	14
3.2.1 Research Committee.....	14

3.2.3	Research Review Committee	15
3.3	BANDARI COLLEGE RESEARCH PRINCIPLES	15
3.4	ETHICAL CONSIDERATIONS	16
3.5	SUSTAINABILITY OF RESEARCH PROJECTS.....	16
3.6	MONITORING AND EVALUATION	17
CHAPTER FOUR: POLICY IMPLEMENTATION FRAMEWORK AND STANDARD OPERATING PROCEDURES		18
4.1	INTRODUCTION	18
4.2	PROCEDURES FOR FUNDED RESEARCH	18
4.2.1	<i>Internally Funded Research</i>	18
4.2.2	<i>Externally Funded Research</i>	19
4.3	RESEARCH MANAGEMENT	20
4.4	QUALITY ASSURANCE	20
4.5	ANNEXES	20
4.6	CUSTODIAN OF THE POLICY	20
4.7	APPLICABILITY AND REVIEW.....	21
OPERATIONAL GUIDELINES AND INSTRUMENTS ANNEXURES		22
ANNEX I: GUIDELINES FOR APPROVAL OF RESEARCH PROPOSALS AND REPORT		23
ANNEX II: FORMAT FOR RESEARCH PROPOSALS.....		25
ANNEX III: FORMAT FOR EVALUATION OF RESEARCH PROPOSALS		28
ANNEX IV: STANDARD RESEARCH BUDGET FORMAT		29
ANNEX V: LETTER OF UNDERTAKING RESEARCH FORMAT		31
ANNEX VI: RESEARCH PROGRESS REPORT FORMAT.....		33
ANNEX VII: FINAL RESEARCH REPORT FORMAT.....		35
ANNEX VIII: GUIDELINES FOR RESEARCH REPORT PEER REVIEW		37
ANNEX IX: CURRICULUM VITAE FORMAT		40

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PREFACE

This document is a policy statement that describes the Research Policy of Bandari College Dar es Salaam. It contains guidelines on decision making, setting research goals and strategies. It also provides a framework for developing consistency, research quality assurance, accountability and mechanism for regulating and monitoring research related activities in the form of operational guidelines.

Research, Development, and Innovation (RDI) is the cornerstone of socioeconomic transformation of a Nation. Economic development is driven by the invention, adoption, adaptation and innovation of appropriate technologies. Country's RDI investments and interventions influence ranking on Global indices such as the Global Innovation Index (GII). Countries like Tanzania have no option other than to embrace science and technology as vital tools for accelerating their social and economic development. A critical minimum level of Research capacity in the country is a pre-requisite for the necessary economic development. It is in the above context that this policy was developed.

The Bandari College Dar es Salaam (BCD) is a teaching and research directorate owned and managed by the Tanzania Ports Authority (TPA). The College therefore has a role to play in conducting research for the development of the port sub-sector in Tanzania and beyond, with a focus on staff development for performance improvement at both sea and lake ports.

This Research Policy is aimed at creating uniformity, transparency and internal efficiency in prioritizing, planning, implementing and monitoring the research process at BCD thereby strengthening the BCD's research capacity. The Policy maps the research policy issues to their corresponding operational procedures. This document serves as the guiding instrument for BCD staff, researchers and consultants to ensure harmonized research processes.

.....
Dr. Lufunyo S. Hussein
PRINCIPAL

LIST OF ABBREVIATIONS AND ACRONYMS

BCD	Bandari College Dar es Salaam
COSTECH	Commission for Science and Technology
FYDP	Five Year Development Plan
IP	Intellectual Property
IPRs	Intellectual Property Rights
MoU	Memorandum of Understanding
NACTVET	National Council for Technical Vocational Education and Training
NTA	National Technical Award
PBC	Principal Bandari College
R&D	Research and Development
RCC	Research and Consultancy Committee
THA	Tanzania Harbours Authority
TPA	Tanzania Ports Authority

CHAPTER ONE: INTRODUCTION

1.1 Background

BCD is a technical institution registered by NACTVET (then NACTE) in 2004 with registration number REG/EOS/018. Since 2017, the courses conducted by the BCD are registered by NACTVET.

As a training institution, BCD is owned by TPA. TPA is a public corporation established under section 4 of the Ports Act, 2004. TPA can trace its history to the defunct East Africa Harbours Corporation which had a subsidiary company called East Africa Cargo Handling Services Ltd conducting port training to activities in Tanga. After the breakup of the East African Community in 1977, Tanzania Harbours Authority Act, 1977 was passed. This legislation created Tanzania Harbours Authority (THA) mandated among other things to control and manage seaports in mainland Tanzania. THA Act was repealed and replaced by the Ports Act, 2004 as amended (Act) which is the governing law to-date. The functions of the College as a training institution were generally preserved. Whereby under section 12(k) of the Act, TPA through BCD is mandated to provide technical and operations training, research, and consultancy in the field of marine, port and port related services and facilities.

Currently, BCD conducts training, research and consultancy in the areas of Maritime Transport and Logistics, Shipping and Port Operations, Freight Clearing and Forwarding, Engineering (Equipment Maintenance and Operations), Leadership and Management, and Business Administration.

Bandari College Dar es Salaam (BCD) seeks to participate in training high quality human resource in the areas of Transport, Engineering, management, and Business Administration. Furthermore, the College seeks to conduct research, consultancy, knowledge transfer partnerships and business incubation in the area of management, science and technology so as to contribute to the economic development of Tanzania, East Africa and African continent at large.

Research has been defined as *“the systematic investigation into and study of materials, sources, etc., in order to establish facts and reach new conclusions”* (Concise Oxford Dictionary, 2020). A College is distinguished from other academic institutions by the quality of its research, and by the way in which its teaching is informed by the research conducted. This Policy has therefore been developed to motivate the conduct of research, reward excellence in research publication, build research capacity and knowledge which will enhance the quality of teaching at BCD and community engagement activities leading towards the realization of BCD Vision and Mission.

1.2 Vision and Mission

1.2.1 Vision

To be the Centre of excellence in training, research, and consultancy in port management and maritime logistics in Sub-Saharan Africa.

1.2.2 Mission

To offer competence-based training, undertake applied research and provide consultancy services in port management and maritime logistics to respond to current and future needs of the maritime transport subsector.

1.3 Situational Analysis

BCD as a technical training institution has made exponential growth since its establishment in 1977. This is evidenced by the several programmes developed, capacity-building interventions undertaken and enrolments of students. BCD activities are now guided by the Fourth Rolling Strategic Plan (2021/22–2025/26) under Strategic Objective D (Port Capacity and Service Delivery Enhanced). This strategic objective demands strengthening Bandari College's teaching, research and consultancy activities.

Despite a gradual increase in the quantity and quality of research projects and publications at BCD, there have been some challenges such as limited research funds, heavy workload for senior researchers and the inability of junior researchers

to compete for externally available research funds. All these factors have necessitated the development of a new Research Policy to facilitate an increase in the quantity and quality of research outputs at BCD.

1.4 Bandari College Research, Strategic Alignment and National Development Policies

The formulation of this Policy is thus closely linked to the National Research Priorities (2021/22-2025/26), the Tanzanian Development Vision 2025 (URT, 2000), the TPA Fourth Corporate Strategic Plan (2021/2022-2025/2026), the National Five-Year Development Plan (2021/22-2025/26). The research policy is also aligned with regional and global development directions, such as the United Nations' new 2030 Agenda for Sustainable Development Goals (SDGs) and the African Agenda 2063 (UN, 2015; AU, 2014a), which aims to frame the development goals and objectives of individual societies and the international community.

For Tanzania to attain quality livelihood and equitable access to quality services for her population. Bandari College research will focus on five clusters. First, the socio-economic transformation which depends on human capital development built on access to quality education, health, water and sanitation, food security and nutrition, human settlement, land management and demographics, therefore, informed policies and strategies for all social groups are needed. Research under this cluster will focus on improving inventiveness, innovativeness, and quality education to promote an industrial-based economy (COSTECH, 2020:3).

The second cluster will focus on transportation which is crucial for supporting industrial development to ensure sustainability as reflected in the National Development Plans, sectorial policies, and Regional and International Conventions Strategies. Research in this cluster will focus on infrastructure development, transportation equipment technologies, and efficient logistics and transport operations.

The third cluster will focus on building a strong and competitive industrial economy in which Tanzania strives to build a stable and competitive economy through bio-economy (blue economy), energy, mining, industry, manufacturing, and agriculture and trade sectors. The blue and green economies are underexploited in Tanzania and research is needed to improve utilization of natural resources to ensure sustainable social, economic and environmental development.

The fourth cluster will focus on realizing a sustainable industrial economy. Which requires Tanzania's local, regional and international trade participation as part of the global economy. Tanzania is a signatory to many trade blocks including the SADC-COMESA-EAC Tripartite agreement is expected to increase its share due to the opening and easing of trade barriers. Maximum exploitation of these potentials requires research to determine comparative and competitive advantages in trade, identify trade barriers, enhance trade negotiation, promotion, lobbying strategies, regional export and import markets and international politics (COSTECH, 2020).

The fifth cluster will focus on cross cutting issues, ranging from gender issues, Good Governance and Anti-corruption and Climate change. BCD will endeavour to develop research projects in line with the above five research themes as indicated in the Tanzania National Research Priorities (2021/22-2025/26).

1.5 The Rationale of the Policy

Research plays a very crucial role in the socio-economic development of any society. It can lead to the improvement of the quality of people's life e.g. by increasing life expectancy, enhancing agricultural productivity and food security, and developing technologies that would simplify people's lives. Arguably, research has been responsible for the economic prosperity currently enjoyed by all developed nations (URT, 2010). This Policy was developed to contribute to socio-economic development of Tanzania through Research, Development, and Innovation (RDI).

1.6 Policy Objective

The main objective of this Research Policy is to provide a framework for planning, coordinating, facilitating and conducting high-quality research that generates knowledge and innovation that contributes to solving societal challenges there by leading to the social, economic, and environmental well-being specifically in the field of marine, port and port related services and facilities.

1.6.1 Specific objectives

The Specific objectives of the Policy are to

- (i) Enhance BCD's functions of teaching and consultancy.
- (ii) Enhance BCD's capacity for planning, budgeting and undertaking systematic research from national and international sources including commissioned research.
- (iii) Enhance BCD's capacity for research output dissemination.
- (iv) Create a stable internal and external research support system in terms of research infrastructure, operational policies and incentives.
- (v) Cultivate research ethics at BCD.
- (vi) Create an effective research monitoring and evaluation system.
- (vii) Contribute to national development.

CHAPTER TWO: POLICY STATEMENTS AND RESEARCH STRATEGIES

2.1 Introduction

BCD research activities are guided by the mandate and mission of TPA. As the main port operations training college in Tanzania, BCD has the noble responsibility of contributing to the national efforts of improving the well-being of Tanzanians depending on efficient, cost-effective and productive global logistics and supply chain provided by sea and lake ports. This Policy provides a regulatory framework for conducting applied research that provide solutions, products or strategies that may improve processes, technologies and innovations or outcomes in the fields of port operations, management and maritime transport and logistics.

In order to promote and provide the framework for efficient undertaking of research activities the following policy statements and strategies shall form the bedrock:

2.2 Policy Issue 1: Funds for Research Work

Research often drives innovation by exploring new ideas, technologies and solutions to complex problems which requires sufficient and sustainable funding and other resources. Inadequate funding can hinder the ability to pursue innovative projects, limiting progress in the fields of port management, and maritime transport and logistics. BCD has been allocating funds for research activities each financial year. However, the existing resources are not sufficient to effectively promote research activities.

2.2.1 Policy Statement

BCD shall ensure the availability of adequate funds and other resources to support researchers and innovators.

2.2.2 Strategies

- (i) To provide and improve physical resources including working space, workshops and ICT facilities.
- (ii) To set an adequate annual budget to fund research at BCD.

- (iii) To encourage and support BCD researchers to prepare and submit quality research proposals for competitive research fund application individually or through collaborative projects.
- (iv) To solicit funds from the Government and other funding agencies within and outside the country.

2.3 Policy Issue 2: Research Services Management

Management of research activities is an important aspect in fostering long term relationships between industry, government, private sector and academia. Thus, BCD staffs are encouraged to engage in research as one of the core functions. BCD aspires to enhance the socio-economic development of the country through collaborative and participatory research intervention. However, there is lack of proper structure for planning and management of research activities at BCD.

2.3.1 Policy Statement

To have effective research services management framework to guide research activities.

2.3.2 Strategies

- (i) To capacitate research unit in managing research activities.
- (ii) To establish and promote research groups within and across departments
- (iii) To subscribe to global research information databases.
- (iv) To establish a research section in the TPA/College Website page
- (v) To subject all research works to peer discussion and review
- (vi) To protect all approved research works by copyright regulations.

2.4 Policy Issue 3: Publication of Research Work

Publishing research works serves several purposes such as contributing to the body of knowledge, showcasing the commitment to research and intellectual exploration, enhancing the BCD academic reputation and attracting talented researchers to carry out research activities. Publication also facilitates knowledge dissemination, encourages collaboration and provide a platform for exchanging

ideas with the wider academic community. However, there is inadequate capacity for publishing and disseminating research outcome at BCD.

2.4.1 Policy Statement

BCD shall ensure that research findings are accessible, and they are disseminated widely.

2.4.2 Strategies

- (i) To establish and operationalize journal hosted by BCD.
- (ii) To ensure that research outcomes are published in BCD and other reputable journals.
- (iii) To facilitate the presentation of research papers in local and international workshops, seminars, exhibitions and conferences.
- (iv) To establish BCD's research output repository/database that will collect, and store research papers and reports produced by BCD researchers.

2.5 Policy Issue 4: Research Ethics Adherence

BCD recognizes the importance of adhering to national and international ethics standards to uphold the integrity, safety and rights of participants involved in research activities. Non adherence to research ethics may lead to potential conflicts of interest, power dynamics, non-protection of participant rights and confidentiality. However, BCD does not have an official mechanism of implementing robust oversight to ensure comprehensive compliance with ethical guidelines and regulations.

2.5.1 Policy Statement

BCD shall continuously adhere to national and international research ethics and conduct.

2.5.2 Strategies

- (i) To develop and disseminate the research ethical guidelines and clearance procedures to all staff that take into consideration national and international research ethics.

- (ii) To implement educational programmes and resources to enhance awareness and understanding of research ethics among researchers.
- (iii) To anticipate and address emerging ethical challenges in researches such as emerging technologies, interdisciplinary collaborations and global research partnerships.
- (iv) To monitor and support research processes and procedures for compliance.
- (v) To take precautionary measures to safeguard participant confidentiality and minimize the risk of harm.
- (vi) To perform regular review and assess the ethical implications in each research study.

2.6 Policy Issue 5: Identification of Research Priorities

Prioritization of research agenda may be based on various factors such as societal needs, scientific significance and potential impacts and available resources. Transparency and inclusive processes are crucial in identifying, conducting and prioritizing research agenda to ensure alignment with societal needs, scientific advancement and strategic priorities (national, regional and global development agenda). However, BCD does not have a formal mechanism of determining research priorities.

2.6.1 Policy statement

BCD shall identify research priorities that are in line with TPA's Corporate Strategic Plan, National Development Agenda and global development needs.

2.6.2 Strategies

- (i) To periodically develop and review the research agenda in line with the TPA's Corporate Strategic Plan and the National Development Agenda.
- (ii) To ensure that applied research receives an appropriate priority in the development of research agenda
- (iii) To participate in relevant national, regional and global forum for the implementation of research programme

- (iv) To adopt a proactive role in influencing the national, regional and global development objectives and priorities and therefore the research agenda for maritime industry in collaborations with other stakeholders.
- (v) To disseminate TPA, national, regional and international development research priorities.

2.7 Policy Issue 6: Research Collaborations

In a globalized world characterized by integration in virtually all aspects of human life including the knowledge arena, networking in securing and execution of research assignments is inevitable. Currently, there is lack of collaborative research at BCD.

2.7.1 Policy Statement

BCD shall encourage and support collaboration with other research institutions from within and outside the country.

2.7.2 Strategies

- (i) To foster research collaborations with stakeholders from within and outside the country.
- (ii) To engage private sectors and research associates in research undertakings at BCD.
- (iii) To establish research partnerships with a diverse range of training institutions, including those specialized in areas relevant to the BCD's programs and local workforce needs.
- (iv) To work with partner institutions to create articulation agreements that facilitate credit transfer and provide a clear educational pathway for BCD Staff.
- (v) To collaborate with partner institutions to share resources, expertise, and best practices, promoting mutual research learning and capacity building.
- (vi) To integrate technology platforms and digital learning resources offered by partner institutions to enhance teaching and learning experiences.

2.8 Policy Issue 7: Capacity Building and Motivation on Research Matters

Building research capacity is crucial for academic institutions to successfully conduct research due to the rapid advancement of technology. The quality and motivation of the human resources involved in carrying out the research determines the likelihood of success. Despite the efforts to capacitate and motivate BCD researchers to conduct research, there has been low engagement and pace in conducting research activities.

2.8.1 Policy Statement

The College shall strengthen capacity building and motivation of its staff in research activities.

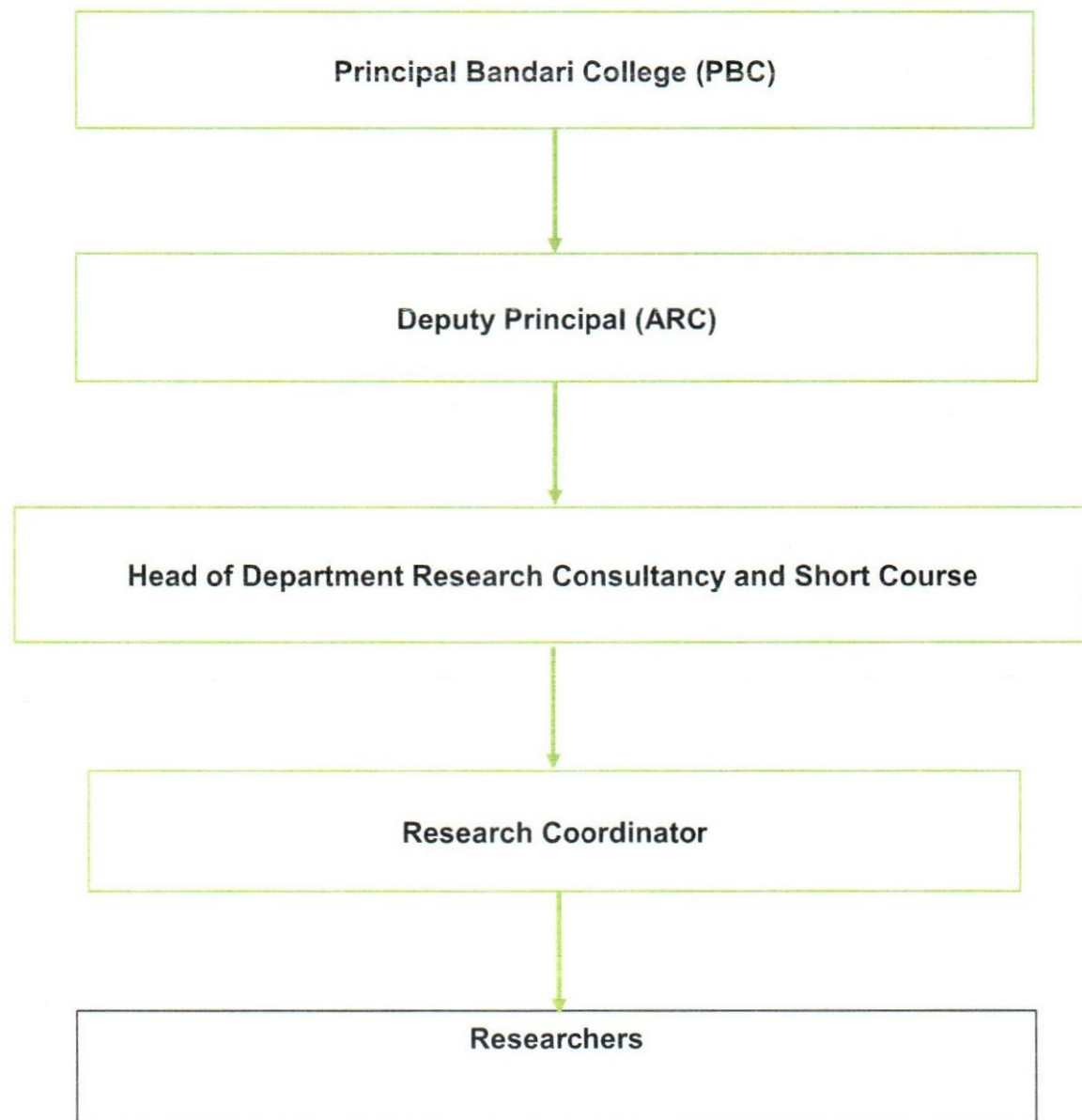
2.8.1 Strategies

- (i) To establish and promote research groups within and across departments.
- (ii) To support researchers to prepare and submit quality research proposals.
- (iii) To enhance the research capacity of BCD staff by conducting continuous workshops and seminars on research.
- (iv) To support junior researchers through mentorship by experienced researchers.
- (v) To establish and implement a rewarding system to researchers who publish in BCD or any other academic journal.

CHAPTER THREE: POLICY MANAGEMENT, IMPLEMENTATION AND EVALUATION

3.1 Institutional Framework

Successful implementation of research requires adherence to the BCD institutional setup and guidelines. Below is the institutional setup for management of research activities at BCD.



3.1.1 The Principal Bandari College (PBC)

The PBC is responsible for approving and may give directives on all Research activities conducted by BCD.

3.1.2 The Deputy Principal Academic Research and Consultancy (DP ARC)

The DP ARC is responsible for managing research assignments and the overall coordination of approved research activities at BCD. DP ARC will ensure that BCD continues to build its competitiveness in bidding and executing research assignments. To achieve the above, the DP ARC will be responsible for:

- (i) Developing and utilizing research and innovation capacity.
- (ii) Enhancing the volume and quality of research, innovation, and publications.
- (iii) Soliciting and facilitating utilization of research funds or grants.
- (iv) Facilitating collaboration with research stakeholders.
- (v) Enhancing the culture of continuous learning and sharing.
- (vi) Chairing quarterly or any research meetings.
- (vii) Custodianship of all research documents.
- (viii) Strengthening performance monitoring of research and innovation endeavours.
- (ix) Proposing to the PBC for approval names of research committee members.

3.1.3 The Head of Research, Consultancy and Short Course

The Head of Research, Consultancy and Short Course is responsible for:

- (i) Assisting in the planning and execution of research assignments.
- (ii) Coordinating research activities at BCD level.
- (iii) Communicating with Heads of Academic Departments to ensure participation of department members in research activities.
- (iv) Facilitating approval of Research assignments.
- (v) Reviewing and submitting BCD research activities report to DP ARC for submission to the Research Committee.
- (vi) Organizing and providing secretarial services during quarterly or any research meetings.

- (vii) Involving all staff in research activities.

3.1.4 Research Coordinator

The Research Coordinator will be responsible for:

- (i) Daily coordination of research activities at BCD level.
- (ii) Following up research payments.
- (iii) Ensuring research adheres to BCD Research Policy and Guidelines.
- (iv) Preparing BCD research activities report and submit to the Head of Research, Consultancy and Short Course.
- (v) Attending quarterly research meetings as part of the Secretariat Team.
- (vi) Carrying out any other assignments as directed by the Head of Research, Consultancy and Short Course.

3.1.5 Researchers

Researchers refer to the academic and non-academic staff involved in research activities. All researchers will be responsible for:

- (i) Assisting their respective Heads of Academic Departments in conceiving and identifying possible areas for research assignments.
- (ii) Assisting the Heads of Academic Departments in the coordination of research activities.
- (iii) Bidding and executing research assignments.
- (iv) Participating in relevant research activities.

3.2 Committees

3.2.1 Research Committee

There shall be a Research Committee comprising of the following nine (9) members:

- | | | |
|------------------------------------|---|-------------|
| (i) DP ARC | - | Chairperson |
| (ii) Heads of Academic Departments | - | Members |
| (iii) Head of Library Services | - | Member |
| (iv) Head of Quality Assurance | - | Member |

- | | | |
|---|---|-----------|
| (v) Head of Procurement Unit | - | Member |
| (vi) Head of Research, Consultancy and Short Course | - | Secretary |

3.2.2 The Secretariat shall comprise of three (3) staff namely; Research Coordinator, and two (2) staff to be appointed by PBC from office of ICT and administration (Personal Secretary or Records staff).

3.2.2.1 Staff who have submitted a proposal shall be invited to the Research Meeting for presentation and clarifications.

3.2.2.2 The Research Committee shall:

- (i) Deliberating and recommending to PBC identified source of funds/grants for research activities.
- (ii) Reviewing performance reports on BCD research activities.
- (iii) Strategizing on ways to enhance volume and quality of researches.

3.2.3 **Research Review Committee**

There shall be a Research Review Committee comprising of not more than five (5) members appointed by PBC from within or outside BCD. This committee will be responsible for:

- (i) Reviewing research and making recommendations to the PBC.
- (ii) Evaluating research conducted
- (iii) Handling research ethical issues.
- (iv) Writing and submitting report to the PBC after research review and evaluation.

3.3 **Bandari College Research Principles**

The focus of BCD researches shall be provision of research-based solutions to Tanzanian socio-economic problems and development aspirations. The following principles shall therefore underlie BCD research endeavours:

- (i) Undertake disciplinary and interdisciplinary research programmes focusing on socio-economic problems relevant to the Tanzanian economy and the world at large.
- (ii) Research incentives and rewards system to be based on prevailing TPA financial regulations and relevant policies.
- (iii) Uphold systematic scientific approach to research and subject research output to peer review before publication.
- (iv) Appropriate recognition of all research endeavours through academic awards and career advancement.
- (v) Continuous research training for researchers through workshops, seminars and short courses.
- (vi) Promotion of inter institutional collaborations in research within and outside Tanzania.
- (vii) Promote commissioned research from other organizations.
- (viii) Research quality control and assurance through national and international benchmarking and peer reviews.

3.4 Ethical Considerations

Researchers shall adhere to the following ethical considerations:

- (i) Originality and objectivity in conducting research.
- (ii) Seek all relevant permits to conduct the intended research.
- (iii) Observe and respect human and moral values.
- (iv) Treat information obtained from respondents with confidentiality unless permitted otherwise from the source.
- (v) Uphold other ethical issues as provided by the client.

3.5 Sustainability of Research Projects

- (i) Any externally funded research project shall be charged 10% of the total costs of the project which shall be paid to BCD as institutional fee.
- (ii) The institutional fee will be used to strengthen and maintain BCD's research capacity.

- (iii) Subject to obtaining permission from PBC, staff may solicit fund and conduct research at individual level without using BCD identity to enhance his/her research capacity.

3.6 Monitoring and Evaluation

- (i) Establish a system for registering all research assignments.
- (ii) All research projects and activities conducted under the auspice of BCD must be duly registered with the college and issued with an identifier registration number. This application shall apply regardless of the sources and mode of funding.
- (iii) The Research Review Committee will evaluate research projects during implementation to ensure that research goals are achieved.
- (iv) Principal Investigator (PI) will be required to submit progress and final reports to the Head of Research, Consultancy and Short Courses. Principal Investigator (PI) refers to the person in charge of scientific research study.
- (v) Quarterly and annual reports of BCD Research Committee will be used to monitor and evaluate research projects.

CHAPTER FOUR: POLICY IMPLEMENTATION FRAMEWORK AND STANDARD OPERATING PROCEDURES

4.1 Introduction

The purpose of these standard operating procedures is to establish BCD's procedural requirements in relation to research activities management. These procedures are to be read together with other TPA and BCD policies, rules and regulations.

4.2 Procedures for funded research

BCD encourages its members of staff to engage in research projects which are either internally or externally funded. All proposals to execute research assignments must be approved by the Research Committee and observe the following processes:

4.2.1 Internally Funded Research

- (i) Approve established annual research agenda/areas/themes.
- (ii) Call and submit Concept Note(s).
- (iii) Review submitted Concept Notes.
- (iv) Call for proposals of approved Concept Notes.
- (v) Develop and submit proposals as per Research format.
- (vi) Select successful proposals.
- (vii) Approve disbursement of research funds to selected proposals for implementation.
- (viii) Review research progress as per procedures set out in this Policy and timeline of expected research deliverables set out in the approved proposal.
- (ix) Submit research report and disseminate research findings.
- (x) Issue recognition letter within six (6) months to a researcher who has published a paper in a peer reviewed journal.
- (xi) Reward the researcher who has published a paper in BCD or any other peer reviewed journal as per TPA instruments.

- (xii) Apply for registration of intellectual property rights from research findings or results (where applicable).

4.2.2 Externally Funded Research

4.2.2.1 Any staff who solicit fund and conduct research at individual level without using BCD identity to enhance his/her research capacity and will be required to:

- (i) Communicate with respective Head of Department (HoD) regarding awarded research grant or funds.
- (ii) Respective HoD informs the DP-ARC about awarded research grant or funds for recording purposes.
- (iii) DP-ARC informs the Principal about the awarded research grant or funds.
- (iv) Follow formal procedures for securing permission to engage in the research project.
- (v) Submit final report to the project funding organization and College authority through the office of the DP-ARC.

4.2.2.2 Any staff who solicit fund and conduct research using BCD identity will be required to:

- (i) Communicate with respective HoD regarding bidding of the research grant or funds.
- (ii) Develop and submit proposals as per requirements of the funding organization.
- (iii) Execute awarded research project as per funding organization requirements.
- (iv) Submit research progress reports to BCD at stages of the research implementation.
- (v) Submit final report to PBC through the office of the DP ARC.

4.3 **Research Management**

- (i) DP ARC must ensure that all researchers are delivered by competent staff.
- (ii) Every research shall have a Principal Investigator (PI) who may or may not be a TPA staff.
- (iii) Research management will be the responsibility of the Principal Investigator.

4.4 **Quality Assurance**

Sustainable enhancement of quality assurance and control on research projects cannot be overemphasized. The current environment of the research market is very competitive. The number of research institutions is rapidly increasing and clients are constantly looking for quality products. Those who will survive in the market must embrace and ensure quality culture. BCD will therefore:

- (i) Set up criteria for approval of internally funded research projects which include the quality of the content and the extent to which it addresses the terms of reference of the task to be undertaken.
- (ii) Provide for vetting of proposals/bids and research reports before submission.
- (iii) Maintain client's confidence on BCD capacity to deliver quality research.

4.5 **Annexes**

In order to effectively and efficiently operationalize this Policy, it is necessary to standardize and harmonize the research process. Hence, there shall be a set of operational guidelines and instruments to serve as an integral component of the Research Policy implementation process. The relevant guidelines and instruments are attached below as **Annexures (I -IX)**.

4.6 **Custodian of the Policy**

The PBC is the custodian of this Policy and on his behalf, the DP ARC shall be responsible for ensuring due implementation and review of this Policy, where necessary.

4.7 Applicability and Review

- (i) This Policy shall become applicable after approval by the Board of Governors.
- (ii) This Policy may be reviewed after five (5) years or earlier where need requires.

Approved by

Board of Governors:

.....
by *Swai*.....

Eng. Anthony F. Swai

Chairperson of the Board of Governors

.....


Dr. Lufunyo S. Hussein

Principal/Secretary

Dar es Salaam
Date *18th November, 2024*.....

OPERATIONAL GUIDELINES AND INSTRUMENTS ANNEXURES

Annex I: Guidelines for Approval of Research Proposals and Report

1. Initiation of a Research Project

Interested researchers shall prepare research proposals in accordance with the format presented in **Annex II**. The proposals shall be submitted to the relevant Department. Research proposals may be submitted at any time within the deadlines for submission of proposals. Group research work will be given preference over individual ones. The College shall encourage inter-institutional collaborative research and where funding is available, these should be given special preference.

2. Action by College Research Committee

The proposal shall be discussed by College Research Committee. Once satisfied with the relevance, and the financial estimates of the submitted research proposal, it will be forwarded to the PBC with appropriate recommendations. The possible cause of actions that the Committee can take are as follows:

- (i) Accept the proposal and recommend for funding,
- (ii) Return the proposal to the researcher(s) for review and re- submission, and
- (iii) Reject the proposal for failure to adhere with existing College guidelines.

3. Action by the PBC

After receiving College Research Committee's recommendations, the PBC will approve or disapprove proposals for funding.

4. Research Contract and Funding

An approved research proposal shall only be funded once the researcher(s) has/have signed a contract with TPA.

Research funds shall be disbursed in two phases depending on the nature of the project. The initial phase shall cover the period after the proposal has been recommended by the DP ARC to cover costs of data collection. The final instalment shall be disbursed after presentation of final report. All payments will follow the TPA's financial regulations.

5. **Interim Progress Reports**

At the end of each phase, researchers are required to produce interim progress reports through the format given in **Annex VI**. In some cases, the DP-ARC may send the interim report(s) to an independent reviewer before recommending to the next phase.

6. **Final Research Report**

A draft final research report shall be submitted in the format provided in **Annex VII**. The draft final research report shall be sent to the DP ARC who will appoint reviewer(s). The reviewer(s) shall submit a report to the DP ARC within one month after receipt of the researcher's report. The guidelines for reviewers are given in **Annex VIII**.

Three (3) copies of the final research report accepted by DP ARC shall be submitted to the PBC for final approval and dissemination.

Annex II: Format for Research Proposals

A. TECHNICAL ASPECTS

1. Title of the Research Project

The title should be clear and sufficiently descriptive reflecting the nature and theme of the proposed work.

2. Abstract

The abstract should summarize all the main ideas in the proposal in terms of theory, methodology and expected outputs.

3. Statement of the Research Problem and Significance

State clearly the general research problem or issue(s) to be studied and the immediate significance of the proposed research.

4. Research Objectives and Scope

State explicitly the goal(s) to which the solution of the stated research problem(s) will contribute. Specific objectives and targets must be clearly stated in order to facilitate monitoring and evaluation of the project. The scope of the proposed study should be stated clearly so as to justify the proposed research budget.

5. Statement of Research Hypotheses/Questions

Research hypotheses/Questions are intended to focus on key variables that the researcher intends to study. Hypotheses are not necessary for each research project. Some frameworks of analysis and research methodologies may not lead to hypotheses.

6. Literature Review

The research must show the interrelationship of what has been done by others in the field and what the study intends to do. It should reflect a thorough survey of the existing state of knowledge (theoretical and empirical), how and in which way the intended work is going to contribute to the advancement of knowledge

in the context of the problem to be solved or bring about socio-economic development.

7. **Research Methodology**

A research proposal should indicate the main research design and methods to be used in population sampling and data collection. The chosen methodology should be rationalized in terms of the research objectives and conceptual framework. This section should also describe the facilities and major items or equipment to be used.

8. **Anticipated Output and Usage**

Specific findings related to the research problem(s) or issue(s) constitute the anticipated output of the project. The output must tally with the stated research objectives. Steps taken or planned to utilize the research results should also be discussed, mentioning direct and indirect beneficiaries of the research output.

9. **Bibliography/References and Appendices**

The bibliography or references shall follow the APA style.

B. ADMINISTRATIVE ASPECTS

10. **Summary of the Research Project**

A brief "administrative" summary of the proposed research project should be submitted. The summary should focus on research objectives, methodology, rationale, equipment requirements, project duration, and action plan and researcher/s curriculum vitae. Some of these items are elaborated below. The summary should not exceed two pages followed by necessary appendices/budget and action plan.

11. **Research Budget**

The estimated budget for the research proposal should be itemized and presented in a clear format as shown in **Annex IV**. Where the applicant has applied for funds from other sources they should be specified.

12. **Justification and Rationale**

The section should summarize the importance of the project by stating the anticipated benefits of the project and expected users.

13. **Action Plan**

The proposal should indicate the roles of the key researchers and assistants and timing of their involvement. The action plan should also indicate how the work will be organized and managed.

14. **Curriculum Vitae (CV)**

The standard format of the CVs of all researchers should be attached to the administrative summary as per **Annex IX**.

Annex III: Format for Evaluation of Research Proposals

TECHNICAL EVALUATION

1. Title of research Proposal:

.....
.....

2. Evaluation Criteria

Rating Codes: 1 = Poor; 2 = Average; 3 Good; 4 = Excellent

Instructions (circle only one criterion):

(i)	Is the title reflective of the research theme?	1	2	3	4
(ii)	Is the rationale/justification and scope clearly written?	1	2	3	4
(iii)	Is the research problem important and relevant to BCD research agenda?	1	2	3	4
(iv)	Is/Are the research question(s) clearly presented?	1	2	3	4
(v)	Is/Are the research question(s) relevant to the research theme?	1	2	3	4
(vi)	Is/Are the objective(s) of the research clear and related to the theme?	1	2	3	4
(vii)	Are the hypothesis (es) claims/propositions appropriate and testable?	1	2	3	4
(viii)	Is the literature review appropriate and adequate?	1	2	3	4
(ix)	Is the proposed methodology appropriate?	1	2	3	4
(x)	Is/Are data analysis technique(s) appropriate?	1	2	3	4
(xi)	Is the list of references exhaustive and properly presented?	1	2	3	4
(xii)	Quality of text (editing and presentation)	1	2	3	4

Average Score

(Average Score of 3 and above means approved for data collection while average score below 3 means not approved for data collection.)

Proposal Recommended/Not recommended:

Date:

NOTE: Use a separate sheet of paper for detailed comments on each of the above sections. For the proposal to deserve funding, it must have a minimum average score of 3 and above of the Technical Evaluation Points.

Annex IV: Standard Research Budget Format

Summary of Research Project Budget

Name of the Department

Research Title

Name of Principal Investigator

1.0 DIRECT COSTS (TZS OR USD)

1.1 Stationeries

1.2 Payments to supporting staff

1.3 Labour costs

1.4 Consumable materials

1.5 Report writing costs

1.6 Dissemination workshop seminars

1.7 Any other, (Specify)

2.0 TRAVEL AND TRANSPORT COSTS

2.1 Travel to/from Bandari College

2.2 Local Transport

2.3 Special requirements (Specify)

3.0 ACCOMMODATION COSTS

3.1 External Assignment per diem(s)

3.2 Other costs (if any).....

4.0 ALLOWANCES (payable to researchers)

5.0 RESEARCH ADMINISTRATIVE COSTS

5.1 Overhead charges

5.2 Contingencies

GRAND TOTAL

6.0 RESEARCH PAYMENT PHASES

6.1 Initial Phase (After approval of research proposal) (Amount)

6.2 Final Phase (after data collection) (Amount)

(Payments will be requested and made in several instalments as need arises in accordance to the approved schedule)

Signature (PI): Date:

Annex V: Letter of Undertaking Research Format

(On Letter Head)

Ref. No:

Date:

Name of researcher(s)

.....
.....
.....
.....

(All researches to be addressed)

RE:

Please refer to the captioned heading and to the approval issued by College Management to conduct the captioned research.

2. As you are aware, in line with the Research Policy and Operating Procedure, 2024 all researches need to sign an undertaking with the following terms:

(1) The Principal Investigator and co-researcher(s) mentioned above, undertake to carry out the research project entitled:

.....
.....

The details of which are contained in the attached approved research proposal.

(2) The research project Code No. is

(3) The duration of undertaking the research will be
(years/months/day) and duration may only be extended upon recommendations from the Research Review Committee and approval by the Principal.

(4) Total funding in Tshs.

(5) Disbursement's schedule:

(i) Initial phase

(ii) Final phase

- (6) The payment will be made in accordance to the approved schedule that is attached to this Undertaking. All supporting staff (research assistants, technical and administrative staff) will be from the Bandari College as permitted.
 - (7) Tanzania Ports Authority reserves the right to withhold payment partially or fully if it is not satisfied with progress of the research project.
 - (8) The researcher(s) shall be required to refund Tanzania Ports Authority all funds received fully or in part in case of non-performance or failure to complete research.
 - (9) Tanzania Ports Authority will have copyrights on TPA funded research projects and as advised by Bandari College and may transfer copyright rights to the researcher on agreed terms, whenever it is deemed necessary.
 - (10) The views and opinions expressed in the research shall not reflect the views of the funding authority.
3. If you are in agreement and accept the offer as set out herein, please sign in the copy of this letter and return it to the Principal Bandari College.

Dr. Lufunyo S. Hussein
PRINCIPAL BANDARI COLLEGE

We the undersigned understand, accept and agree to be bound by the above terms and conditions.

Name:Signature:

Name:Signature:

Name:Signature:

Name:Signature:

(Name of all Researchers to be included for signature)

Date

Annex VI: Research Progress Report Format

Section A: Summary of Administrative Information

- 1.1 Research Project Code No. & Title
- 1.2 Name of the Department
- 1.3 Period (month, year) covered by this report: From to
- 1.4 Period (month year) covered by previous progress report: From To
- 1.5 Starting date of research project
- 1.6 Estimated duration of research project
- 1.7 Estimated Date of completion
- 1.8 Revised estimated date of completion
- 1.9 Estimated cost of the research project (in Tshs.)
- 1.10 Funds allocated to the research project (in Tshs.)
- 1.11 Disbursement schedule (depending on the nature of the project):
Initial Phase Final Phase

Section B: Comments on Research Project Objectives

Briefly state the research project objectives, indicate which (if any) are changed or new, and give the reason for any revision (1) since the start of the project, and (2) since the latest progress report.

Section C: Scientific Progress

Include sufficiently detailed summaries of work carried out and results obtained to permit an informed critical scientific assessment of the work by the respective committees and peer reviewers. Summaries should be complete in themselves and as brief as possible, consistent with specific agreed action plan of the research project.

Section D: Progress towards Achieving Research Project Objectives

Describe progress and/or problems encountered during implementation of work plan for each reporting period. Interpret new findings in terms of the objectives of the project and state if they are expected to increase (or decrease) the duration, total cost, and/or likelihood of success of the research project. If findings indicate potentially fruitful

alternative and/or additional lines of research, indicate so with sufficient explanatory information to ensure understanding by reviewers.

Other Remarks by the Principal Investigator

Name:..... Signature (PI): Date:

Remarks by the College Research Committee Chairperson

.....

Name: Signature: Date:

Annex VII: Final Research Report Format

1. Research Report Contents

- (i) Acknowledgements
- (ii) Table of Contents
- (iii) List of Tables
- (iv) List of Figures
- (v) List of Abbreviations and Acronyms
- (vi) Abstract
- (vii) Introduction
- (viii) Research Problem
- (ix) Objectives
- (x) Literature Review
- (xi) Methodology
- (xii) Data analysis and presentation of findings/results
- (xiii) Discussion of the Results/Findings
- (xiv) Conclusions and study implications
- (xv) References/Bibliography
- (xvi) Appendices

2. Report Writing Format

- (i) All headings should be left-justified.
- (ii) Line spacing should be 1.5 and fonts size 12
- (iii) Font size for Tables and figures should be 10 and line spacing single.
- (iv) Font type should be Arial.
- (v) Left margin should be 1.25" and 1" in other sides (or 3 cm and 2.5 cm).
- (vi) Printing should be on both sides of the A4 page.
- (vii) Format for quoting reference numbers in the text and references should be standard. British Citation Standard BS 5605: 1990 is recommended. Any other standard that is recommended for certain professions may also be used.
- (viii) Citations/references should follow the APA style.

3. **Electronic Copy**

For purposes of inclusion in the College database, an electronic copy of the report based on commonly used software shall be submitted.

4. **Publication of the Final Report**

- (i) Papers to be published in BCD Journal or any other peer reviewed Journals.
- (ii) Papers may be presented in National and International Conferences.

Annex VIII: Guidelines for Research Report Peer Review

1.0 General Evaluation.

- (i) Editorial quality comments
- (ii) Layout Comments
- (iii) Length Comments
- (iv) Quality of Reference comments
- (v) Adherence to general requirements (fonts, line spacing, margins etc.)
comments:
.....

2.0 Detailed Evaluation.

Evaluative Questions (Put a tick) and Comment on the area.

2.1 Abstract:

Does the abstract adequately summarize the report? Yes [] No []

Comments:

2.2 Introduction:

Is the introduction sufficiently detailed for this form of research? Yes [] No []

Comments:

2.3 Research Problem

Is the research problem clearly stated? Yes [] No []

Comments:

2.4 Objectives:

Are the research objectives clear and do they reflect what has been achieved in this research? Yes [] No []

Comments:

2.5 Literature Review:

Is literature review relevant, sufficient and up-to-date? Yes [] No []

Comments:

2.6 Research Methodology:

Is the research methodology sufficiently described? Yes [] No []

Comments:

2.7 Analysis and discussion of results:

Is the analysis accurate and exhaustive? Yes [] No []

Comments:
.....

Is the discussion of the results accurate, exhaustive and conclusive? Yes [] No []

Comments:
.....

2.8 Results/Findings:

Are the results expected accurate and well presented? Yes [] No []

Comments:

2.9 Conclusion and study implications:

Are the conclusions and Study implications relevant and consistent? Yes [] No []

Comments:
.....

Do the conclusions and study implications match the research objectives? Yes []
No []

Comments:
.....

2.10 References:

Are the references/bibliography relevant, exhaustive, up-to-date and properly
presented? Yes [] No []

Comments:

2.11 Recommendations.

Would you recommend that the report be published?

[] Without Changes

[] With minor changes

[] With major revisions

[] Not to be published due to poor quality

Reasons:

.....
.....
.....
.....

Remarks by the Reviewer:

.....
.....

Name: Signature: Date:

Remarks by the College Research Committee:

.....
.....

Name: Signature: Date:

Annex IX: Curriculum Vitae Format

1. Name:

First

Middle

Last

2. Profession:

3. Education:

4. Nationality:

5. Membership of Professional Associations:

6. Employment Record:

From: Employer: Position Held:

From: Employer: Position Held:

From: Employer: Position Held:

7. Work undertaken that best illustrates related work (clearly showing role played, duration of input, complexity of work undertaken, and core competencies)

Name of assignment or project: Year: Location: Client: Main Project Features: Positions held: Activities performed:	
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Name of assignment or project: Year: Location: Client: Main Project Features: Positions held: Activities performed:	
Name of assignment or project: Year: Location: Client: Main Project Features: Positions held: Activities performed:	
Name of assignment or project: Year: Location: Client: Main Project Features: Positions held: Activities performed:	
Name of assignment or project: Year: Location: Client: Main Project Features: Positions held: Activities performed:	

8. List of Key Publications:

CITATION FORMAT:

Author, A. A., Author, B. B., & Author, C. C. (Year of publication). Title of journal article.
Title of journal: Subtitle of journal, volume number (issue number), first page-last page.

Signature:..... **Date:**.....